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NASA Procedural Requirements

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Subject: Aircraft Operations Management

Responsible Office: Aircraft Management Division

Chapter 9. Inter-Center Aircraft Operations Review Program

9.1 Purpose

9.1.1 The NASA Inter-Center Aircraft Operations review program provides peer review and an objective management evaluation of the procedures and practices that are being used at the operating Centers to ensure safe and efficient accomplishment of assigned missions and goals. In addition to providing Center Directors and HQ management officials with an overview of the general health of all aspects of Flight Operations, the review teams also identify deficiencies in, or deviations from, NASA wide policies, procedures, and guidelines. Results of the reviews shall be used to update NASA-wide or local requirements in order to enhance standardization and improve productivity. [404] The evaluations are conducted primarily by Inter-Center team members and, thus, are a valuable method of communicating current information among Center Flight Operations personnel (See appendix C for an example review plan and appendix D for the review sheet.)

9.2 Responsibilities

9.2.1 It is important that the Inter-Center Aircraft Operations Panel support the review program. The HQ AMD shall establish inter-Center review teams to review all aspects of flight operations at NASA Centers, including the implementation of Center procedures, either biennially or as determined by the HQ AMD. [405] The Centers and appropriate HQ offices (e.g., AMD, Aviation Safety) will provide personnel to serve on the teams. The HQ AMD will coordinate the review program.

9.3 Procedures

9.3.1 In conducting reviews, including special or directed reviews, the following guidelines will be used:

9.3.1.1 A review team will include a team leader who is a member of the IAOP and either a Center Flight Operations chief or deputy. Seven to twelve team members selected from various Centers and HQ provide expertise in the areas of operations, maintenance, quality assurance, avionics, and aviation safety. The mix of members will vary for each review. The HQ AMD will provide a member for each review who is responsible for analyzing management practices and special interest items. In addition, the Office of Safety and Mission Assurance will provide a member for each review who is responsible for aviation safety compliance. The HQ AMD will maintain a current review schedule.

9.3.1.2 HQ AMD will write a letter to the appropriate Center Director listing the scope and time of the review and requesting a briefing on the Center's Flight Operations program.

9.3.1.3 Depending on the level of flight activity at a Center, the reviews should be completed within a period of three to five days. The team leader will ensure that sufficient time is spent at the site for a thorough review. All reviews will

begin with a team entrance briefing and conclude with an exit debriefing between the review team and the Center Director or his/her deputy. At the entrance briefing, the team leader will introduce the team members and explain the scope and purpose of the review.

9.3.1.4 The entrance briefing given by the Center to the review team shall be comprehensive. Local operations and maintenance documents will be made available to the team, and the team members will familiarize themselves with the documents before performing field work. [406]

9.3.2 Instructions for reviewers shall ensure compliance with established standards, including FAA, DoD, manufacturer, industry, and association standards. [407]

9.3.3 The HQ AMD will maintain updated IAOP review checklists. Review checklists will be made available to each review team member to use as a guideline to ensure compliance with applicable instructions. Team members will discuss findings and recommendations with the affected Center party to ensure mutual understanding of the observations. Minor discrepancy items will be brought to the attention of the first-line supervisor for immediate corrective action. The team leader shall hold daily team progress meetings to discuss discrepancies and recommendations. [408]

9.3.4 The team leader's exit briefing shall be in sufficient detail to inform Center management of the status of local Flight Operations activities with particular emphasis on significant findings and recommendations requiring management attention. [409]

9.3.5 The review team shall document results in a brief report that focuses on significant findings and recommendations. [410] The review report will address those items that require senior management attention and also identify those activities that are being performed in an outstanding manner. Criticality criteria will be used to assist management in prioritizing responses as follows: Required Action, Recommendation, and Commendable Finding. Required Actions must cite the specific requirement that is not being met. The report shall be forwarded by the review team leader to the Assistant Administrator for Infrastructure and Administration with a copy to the Center Director. [411]

9.3.6 The Center Director shall respond to the Assistant Administrator for Infrastructure and Administration concerning corrective actions. [412] The HQ AMD will review the response for adequacy, follow up as necessary, track recommendation responses, and close out the report.

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